OFFICE OF THE ATTORNEY GENERAL

MASTER LIST OF STATE GOVERNMENT PROGRAMS
Fiscal Years 2022 – 2024

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SEPTEMBER 1, 2022

OFFICE OF THE ATTORNEY GENERAL

FY 2022 – 2024 Master List of State Government Programs

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OFFICE OF THE ATTORNEY GENERAL
Five-Year Strategic Plan
Fiscal Years 2023-2027

MISSION:

The Office of the Attorney General will provide comprehensive legal protection to the citizens of Arizona and quality legal services to state agencies by upholding the Constitution and enforcing the rule of law in a fair and just manner.

AGENCY DESCRIPTION:

The Office of the Attorney General (the "AGO") was created by Article V. Section I of the Arizona Constitution. The Attorney General is an elected position and holds office for a four-year term. The powers of the Attorney General are conferred by the Arizona Constitution and by statute. The AGO is responsible for acting as the legal advisor to all state agencies, boards, and commissions except those exempted by law. Additional responsibilities include prosecuting and defending proceedings in which the State has an interest and rendering written opinions upon questions of law. The AGO serves as the "People's Lawyer" and must enforce the law regardless of personal beliefs and opinions. The AGO has a responsibility to defend the will of Arizona voters and laws enacted by the Arizona Legislature.

To fulfill these responsibilities, the Department of Law is divided into legal divisions and administrative offices. Legal divisions consist of Child and Family Protection, Solicitor General's Office, State Government, Criminal, and Civil Litigation. The Administrative office consists of the Operations Division. Each division is further organized into sections that specialize in areas of practice and expertise.

Strategic Issues:

- ❖ To Defend the State from Criminal Activities
- ❖ To Protect Citizens Against Crime: Children, Seniors, Families & Communities
- ❖ To Provide Protection to Consumers
- ❖ To Provide Exemplary Legal Services

Strategic Issue #1:	To Defend the State from Criminal Activities

GOAL 1: To disrupt and dismantle criminal organizations and aggressively prosecute criminals.

STRATEGIES:

- Coordinate efforts with federal, state, local, and neighboring countries law enforcement.
- Provide technical assistance to other law enforcement agencies, including the use of financial transaction data, to develop evidence relating to underlying criminal activity.
- Cooperate with and build effective working relationships with federal agencies.
- Provide federal and state law enforcement agencies with training on relevant legal issues and investigative techniques.
- Aid in and conduct wiretap and undercover investigations, including the investigations and prosecutions of multi defendant, highly complex drug trafficking organizations.
- Specialize in fighting drug trafficking and money laundering through court-authorized electronic interception focused against Mexican cartels and United States-based transportation cells involved in the smuggling of drugs, weapons, and bulk currency across Arizona's southern border.
- Assist in the support of a chain of inter-related task forces in the Southwest Border area, concentrating on anti-money laundering enforcement at the highest levels.

GOAL 2: To reduce the financial power of criminal enterprises.

STRATEGIES:

- Dismantle racketeering enterprises through aggressive prosecution and the proper use of civil racketeering remedies.
- Remediate the economic injury caused by individuals and criminal enterprises who engage in profit-motivated felonies, thereby increasing the compensation ultimately provided to victims for their economic loss.
- Deprive criminal enterprises of property and profit that keep them in business.
- Specialize in complex financial prosecutions to reduce the financial power of criminal enterprises.
- Foster multi-jurisdictional collaboration to identify, investigate, and disrupt financial activities that facilitate cross-border violence and money laundering.
- Enhance coordination of the Southwest Border states' anti-money laundering efforts.

GOAL 3: To continue to serve as a national leader among the nation's Medicaid Fraud Control Units.

STRATEGIES:

- Work collaboratively with federal law enforcement partners including the Department of Health & Human Services Office of Inspector General (HHS-OIG), DEA and the FBI to prosecute Medicaid fraud related crimes.
- Combat the enormous problem of health care fraud related to prescription drug crimes.
- Investigate and prosecute cases that involve the falsification of medical records; the filing of false or inflated Medicaid billing claims; thefts and embezzlements from AHCCCS clients and health care institutions; the illegal diversion of prescription drugs by health care providers; and the physical, sexual and emotional abuse of residents being cared for in AHCCCS-funded facilities.

Strategic Issue #2:	To Protect Vulnerable Citizens Against Crime

GOAL 1: Promote the safety, economic sufficiency and well-being of children.

STRATEGIES:

- Protect children through effective litigation and efficient case management in dependency, guardianship, severance, and adoption proceedings.
- Provide training to AGO, DCS, and DES staff, DCS caseworkers and supervisors, members of the judiciary, and various child welfare system stakeholders throughout Arizona for effective case management.
- Increase enforcement activity in judicial and administrative establishment of new child support orders.
- Aggressively prosecute child exploitation cases.
- Increase investigative involvement and provide dedicated resources to focus on Internet Crimes Against Children, and to aggressively prosecute individuals found guilty of Internet-related and associated child abuse charges.

GOAL 2: Combat financial and physical abuse of Arizona's senior population.

STRATEGIES:

- Develop cases internally and work collaboratively with outside law enforcement agencies and other state teams in order to pursue and prosecute allegations of abuse and neglect, including those that take place within health care settings.
- Work closely with other law enforcement offices, state and local agencies, and senior-focused groups to assure an aggressive investigative and prosecutorial presence in the State.

- Provide a dedicated telephone number through which the public, other law enforcement agencies, caregivers and family members can report concerns and receive information and referrals.
- Offer educational opportunities around the state in which seniors can participate.
- Offer training and education to groups who have significant interactions with the senior population.
- Use the strengths, skills, and resources across AGO Divisions to ensure the success of the Taskforce Against Senior Abuse (TASA).
- Prosecute telephone solicitation and phone scam crimes initiated by individuals and companies targeting seniors.
- Initiate legislative remedies and provide federal strategies that will help reduce the number of unwanted and illegal phone calls.

GOAL 3: To promote and facilitate justice, healing and restitution for all of Arizona crime victims.

STRATEGIES:
- Improve the treatment of crime victims by exhibiting leadership, promoting public policy reforms where needed, and increase the quality of victim services through the administration of the Victims' Rights Program.
- Provide for efficient and effective delivery of quality services to victims during all stages of criminal prosecutions.
- Serve as a leader statewide on victims' rights issues through participation in networking events, leading the Victims' Rights Advisory Committee and through the provision of statewide victim's rights training.
- Investigate allegations of victims' rights violations statewide.
- Created programs that advance and enforce statewide uniformity and efficiency in following victims' rights in Arizona.
- Take a unique approach by combining state funding, program audits, technical assistance, training, compliance and collaboration in order to increase awareness statewide about victims' rights, as well as increase compliance with victims' rights statutes and the Arizona Victims' Bill of Rights.
- Competently and efficiently defend the State in all capital and non-capital appellate cases.
- Enhance written and oral advocacy skills through participation in training.
- Improve expertise in handling federal habeas litigation through participation in training related to federal appeals under 28 U.S.C. § 2254.

Strategic Issue #3:	To Protect Consumers

GOAL 1: To deter fraudulent business practices as a means to protect consumers against fraud and increase the amount of restitution recovered on behalf of Arizona consumers.

STRATEGIES:

- Investigate and prosecute violations of the Arizona Consumer Fraud Act and other state and federal consumer protection laws.
- Increase public awareness through consumer education and alerts, presentations, and the distribution of literature.
- Increase the amount of pre-litigation restitution recovered on behalf of Arizona consumers.
- Prioritize AGO consumer fraud recovery efforts on consumer restitution.
- Reform the multistate consumer fraud recovery process to focus on consumer restitution.
- Aggressively litigate against companies, individuals, and corporations that blatantly defraud or deceive Arizona consumers.

GOAL 2: To reduce the number of unwanted and illegal telephone solicitation calls received by Arizonans.

STRATEGIES:

- Work with and encourage the FTC to develop rules and guidelines allowing carriers and states to take a more proactive approach in blocking unwanted phone calls.
- To test and make available call-blocking technology to Arizona seniors.
- To aggressively prosecute Arizona companies that blatantly violate and disregard the Do Not Call List.
- Educate Arizona consumers on how to reduce the number of unwanted calls and what to do when they receive illegal telephone solicitation calls.
- Work with the Arizona Legislature to pass legislation giving Arizona some of the strongest consumer protection laws in the country.

Strategic Issue #4:	To Provide Legal Services for State Agencies, Boards and Commissions

GOAL 1: To provide a superior level of legal services to our client agencies, the public and the State of Arizona.

STRATEGIES:

- Improve efficiency of legal services delivery through client relations meetings with agencies that frequently require our services.
- Provide advanced client agency training sessions in the areas of public records law, open meeting law, conflict of interest law, contracting and procurement law, and related legal restrictions on the activities of public officials and employees. Ethics training for elected officials and appointed agency heads is now available online for ease of access and updating.
- Maintain and enhance the Continuing Legal Education (CLE) programs currently being offered by the Solicitor General's Office Division.
- Reduce the need for outside counsel whenever possible, thereby preserving precious taxpayer resources.

Resource Assumptions Required to Support Strategic Plan					
	FY 2023 Budget	FY 2024 Budget Request	FY 2025 Estimate	FY2026 Estimate	FY 2027 Estimate
Full-time Equivalent (FTE) Positions	1,103.9	1,156.4	1,156.4	1,156.4	1,156.4
General Fund	$29,522,900	$34,213,500	$34,213,500	$34,213,500	$34,213,500
Other Appropriated Funds	75,781,500	65,731,500	65,731,500	65,731,500	65,731,500
Non-Appropriated Funds	63,869,800	63,869,800	63,869,800	63,869,800	63,869,800
Federal Funds	10,068,200	10,068,200	10,068,200	10,068,200	10,068,200
Total Agency Funds	$179,242,400	$173,883,000	$173,883,000	$173,883,000	$173,883,000

		AGENCY SUMMARY	
Program:	AGA	0.0	ATTORNEY GENERAL - DEPARTMENT OF LAW
Director:	Mark Brnovich, Attorney General		
Phone:	(602) 542-7000		
Statute:	A.R.S. § 41-191		
Plan Contact:	Leslie Welch, Operations Director		
	(602) 542-8046		

Mission:

To provide comprehensive legal protection to the citizens of Arizona and quality legal services to the State agencies by upholding the Constitution and enforcing the law in a fair and just manner.

Description:

The Attorney General (AG) is a constitutionally established, elected position and holds office for a four-year term. The Attorney General is the legal advisor to all State agencies, boards, and commissions, except those few exempted by law. Other primary responsibilities include prosecuting and defending proceedings in which the State has an interest and rendering written opinions upon questions of law.

To fulfill these responsibilities, the Department of Law is divided into legal services and administrative operations. The legal divisions are the Child and Family Protection Division, Civil Litigation Division, Criminal Division, Solicitor General's Office Division, and the State Government Division. Each division is further organized into sections that specialize in a particular area of practice.

The Operations Division is responsible for administrative operations.

Legal, policy, administrative, and support functions are coordinated and promoted by the Department of Law Executive Office.

Program:	AGA 1.0 LEGAL SERVICES
Contact:	Leslie Welch, Operations Director
Phone:	(602) 542-8046
Statute:	A.R.S. § 41-191

Mission:

To protect the safety, health, economic and environmental well-being, and civil rights of Arizonans by fairly and aggressively prosecuting criminal activity, safeguarding the rights of crime victims, protecting consumers and providing high quality, innovative legal representation to the State and our client agencies.

Description:

Legal services are provided through the following divisions of the Attorney General's Office: (1) Child and Family Protection Division; (2) Civil Litigation Division; (3) Civil Rights Division; (4) Criminal Division; (5) Solicitor General's Office Division; (6) State Government Division. The Child and Family Protection Division provides legal services to the Department of Economic Security and Department of Child Safety through the Protective Services Section, the Child Support Services Section, and the Civil & Criminal Litigation and Advice Sections. The Civil Litigation Division enforces the State's consumer protection and antitrust laws, enforces tobacco laws, and provides legal advice and litigation services to the executives and judicial branches. The Civil Rights Division enforces state and federal statutes prohibiting discrimination in employment, voting, public accommodations and housing. The Criminal Division prosecutes a broad array of crimes (including border-related crimes and crimes committed by organized criminal syndicates), using experienced criminal prosecutors and highly trained investigators. The Solicitor General's Office Division represents the State in capital and non-capital criminal appeals and federal habeas actions. The State Government Division focuses on specialty areas of Civil law and provides day-to-day legal services for a myriad of State agencies, departments, boards and commissions as well as enforcing environmental laws.

This Program Contains the following Subprograms:

▸ Civil Rights Division
▸ Criminal Division
▸ Child and Family Protection Division
▸ Civil Division

Program:	AGA 1.1 CIVIL RIGHTS DIVISION
Contact:	Joseph Sciarrotta, Division Chief Counsel
Phone:	Civil Rights Division (602) 542-7778
Statute:	A.R.S. §§ 41-191 and 41-1401

Mission:

To enforce civil rights laws and eliminate discrimination statewide by increasing public awareness of civil rights through education and enforcement and providing greater access to victims, including offering dispute resolution services.

Description:

Civil Rights is a section of the Civil Litigation Division and its primary duty is to enforce state statutes that prohibit discrimination in employment, voting, public accommodations, and housing by investigating and litigating civil rights complaints. In addition, the section provides conflict resolution services and mediation programs statewide, including many court and agency programs. The section is responsive to complaints filed with the office and also is proactive by providing civil rights education.

The section has administrative, community service, and civil enforcement functions. Section staff is comprised of lawyers, compliance officers, program managers, coordinators, support personnel, volunteers, and interns. The section has offices in Phoenix and Tucson.

◆ **Goal:** 1 To increase compliance with anti-discrimination laws through timely and effective investigation.

Objectives: 1 2022 Obj: Increase compliance with anti-discrimination laws
2023 Obj: Increase compliance with anti-discrimination laws
2024 Obj: Increase compliance with anti-discrimination laws

Performance Measures:

	ML	Budget	Type		FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
1	✔	☐	OP	Number of cases investigated	1,593	1,300	1,437	1,450	1,200
				More cases were filed with CRD in FY22 related to COVID mask requirements in public accommodations.					
2	✔	☐	OC	Number of cases resolved	1,041	850	846	950	850
3	✔	☐	OC	Percentage of cases resolved using voluntary settlement agreements	11	12	14	12	12
				This number is reflective of our efforts to settle cases after filing lawsuits. CRD also hired experienced attorneys skilled in negotiation.					

◆ Goal: 2 To identify major litigation and to obtain monetary relief and significant remedial relief as appropriate.

Objectives: 1 2022 Obj: Identify major litigation and to obtain monetary relief and significant remedial relief as appropriate

2023 Obj: Identify major litigation and to obtain monetary relief and significant remedial relief as appropriate

2024 Obj: Identify major litigation and to obtain monetary relief and significant remedial relief as appropriate

Performance Measures:

	ML	Budget	Type		FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
1	☑	☐	OP	Number of lawsuits	5	4	2	5	3

The number of settlements decreased due to more cases settling before litigation.

2	☑	☐	OC	Number of lawsuits resolved	3	4	4	4	3
3	☑	☐	OC	Percentage of litigation cases resolved using voluntary settlement agreements	100	40	80	40	60

This number is reflective of our efforts to settle cases after filing lawsuits. CRD also hired experienced attorneys skilled in negotiation.

◆ Goal: 3 To provide the people of Arizona and its governmental entities effective dispute resolution services.

Objectives: 1 2022 Obj: Provide the people of Arizona and its governmental entities effective dispute resolution services

2023 Obj: Provide the people of Arizona and its governmental entities effective dispute resolution services

2024 Obj: Provide the people of Arizona and its governmental entities effective dispute resolution services

Performance Measures:

	ML	Budget	Type		FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
1	☑	☐	OP	Number of cases referred to mediation	835	850	714	850	750

There was significant turnover in compliance officer staff that resulted in less cases referred to mediation.

2	☑	☐	OP	Number of Civil Rights discrimination cases mediated	205	140	141	150	145
3	☑	☐	OC	Percentage of Civil Rights mediations in which agreement was reached	48	45	51	45	45

CRD trained all attorneys in mediation. This number is reflective of that training.

4	☑	☐	QL	Maintain satisfaction rate of participants above 90 percent	0	95	100	95	95

◆ Goal: 4 To increase public awareness of the State's laws against discrimination, arming them with the ability to avoid violating the Arizona Civil Rights Act and knowing how to use our office's resources if they are victimized.

Objectives: 1 2022 Obj: Increase public awareness of the State's laws against discrimination

2023 Obj: To increase public awareness of the State's laws against discrimination, arming them with the ability to avoid violating the Arizona Civil Rights Act and knowing how to use our office's resources if they are victimized.

2024 Obj: To increase public awareness of the State's laws against discrimination, arming them with the ability to avoid violating the Arizona Civil Rights Act and knowing how to use our office's resources if they are victimized.

Performance Measures:

	ML	Budget	Type		FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
1	☑	☐	OC	Number of training presentations and outreach events	8	12	11	12	11

Mission:

To protect the citizens of Arizona by successfully investigating, aggressively and fairly prosecuting cases involving sophisticated and complex financial crimes, human trafficking, identity theft-related crimes; technology crimes, gang-related crimes, drug traffickers, trafficking organizations, money launderers, and individuals involved in criminal enterprises within the State of Arizona. To provide high quality investigative support to the Attorney General's Office and to law enforcement agencies throughout the State. To promote and facilitate safety, justice, healing and restitution for Arizona's crime victims, and support statewide criminal and juvenile justice system entities in the administration of victims' rights laws.

Description:

Drug & Racketeering Enforcement Section (DRG): The Drug & Racketeering Enforcement Section combats major drug trafficking in Arizona. This includes prosecuting individuals and organizations that traffic in illegal drugs, money laundering of illicit proceeds and commit violent crimes. DRG works closely with law enforcement agencies from throughout the State and provides review and assistance in wiretap and undercover investigations. Additionally, the attorneys in DRG provide training on a statewide basis on issues involving search and seizure law, wiretap law, prosecuting cases involving children found at drug-related scenes, and courtroom testimony. Attorneys in DRG will also provide assistance to Arizona County Attorneys on complex, major drug cases.

Fraud & Special Prosecution's Section (FSP): The Fraud & Special Prosecution Section investigates and prosecutes white collar and organized fraudulent criminal activity, including but not limited to, identity theft-related crimes, human smuggling, mortgage fraud, high technology crimes, child exploitation through the use of computers, public corruption, securities fraud, computer fraud, financial exploitation of the elderly, telemarketing fraud, charity fraud, tax fraud, public corruption, insurance fraud, banking fraud, home improvement fraud, real estate fraud, employee embezzlement, gang related crimes and other types of financial crimes involving racketeering offenses. FSP also works closely with the Financial Remedies Section to insure that any ill-gotten moneys are subject to forfeiture. FSP attorneys also prosecute cases referred by other prosecutorial offices throughout the State when those offices have a conflict of interest.

Healthcare Fraud & Abuse Section (HCFA): The Healthcare Fraud & Abuse Section, also known as the Arizona Medicaid Fraud Control Unit, investigates and prosecutes health care fraud crimes that are aimed at the State's billion dollar Medicaid program known as AHCCCS. In addition, HCFA is charged with investigating allegations of abuse and neglect that take place within health care settings that receive at least a portion of their funding from the State's AHCCCS program. HCFA investigates and prosecutes cases involving the falsification of medical records, the filing of false or inflated Medicaid billing claims; thefts and embezzlements from AHCCCS clients and health care institutions; crimes related to the illegal diversion of prescription drugs by health care providers; and the physical, sexual, and emotional abuse of residents being cared for in AHCCCS-funded facilities.

Financial Remedies Section (FRS): The Financial Remedies Section (FRS) disrupts criminal enterprises and dismantles their organizations by prosecuting lawsuits charging them with racketeering offenses that give rise to the remedy of forfeiture. FRS effectively combats the impact of racketeering on Arizona's citizens and on legitimate commerce in Arizona. It does this primarily through forfeiture, which enables FRS not only to deprive organized crime of the property and profit that keep it in business, but also to use forfeited property and proceeds to fund future investigations and prosecutions of racketeering crimes. FRS conducts investigations of offenses relating to organized crime and racketeering, primarily money laundering, fraud, and drug trafficking; facilitates the seizure of property; manages the seized property; prosecutes lawsuits seeking forfeiture of the seized property; liquidates forfeited property; and distributes the proceeds to victims of racketeering crime and to law enforcement agencies for additional investigations and prosecutions of racketeering offenses committed by other criminal organizations.

Office of Victim Services (OVS): The Office of Victim Services is a service-oriented Section within the Criminal Division of the Attorney General's Office, established to directly serve crime victims and support the governmental and non-profit agencies who serve them. The OVS provides statutorily-mandated services to victims of various crimes being investigated and prosecuted by the AGO as well as those crime victims, statewide, who have requested notice with regard to direct and federal appeals and all appellate activity in death penalty cases. OVS staff also provides more than twenty types of non-mandated services to facilitate recovery from the personal and social effects of victimization. Additionally, OVS supports the courts and any state, county, and municipal law enforcement, custodial, prosecutorial, and correctional agencies that have duties established and defined by Arizona's victims' rights laws. These entities benefit from the OVS' annual Victims' Rights Fund awards, as well as training and technical assistance that advance uniformity, efficiency, and victims' rights compliance. OVS is also responsible to review and resolve victims' rights complaints and promote compliance with Arizona Victims' Rights statutes and lead and participate in system improvement efforts through task forces, commissions, and workgroups.

Southern Arizona White Collar & Criminal Enterprise Section (SAWCCE): The Southern Arizona White Collar & Criminal Enterprise Section fights border-related crime by focusing its efforts against the Mexican cartels and U.S.-based transportation cells involved in the smuggling of drugs, weapons, money and humans across Arizona's southern border. SAWCCE also specializes in complex financial prosecutions, including mortgage fraud, securities fraud, and public corruption cases, along with identity theft, social security fraud, AHCCCS fraud, manufacturing of fraudulent credit cards, identity theft, and many other economic crimes. SAWCCE also emphasizes prosecution of elder financial exploitation crimes. SAWCCE attorneys also prosecute cases referred by other prosecutorial offices throughout the State when those offices have a conflict of interest.

Special Investigations Section (SIS): The Special Investigations Section consists of special agents, supervising agents, analysts, auditors and administrative personnel with specialized areas of experience unavailable from other law enforcement agencies. SIS is divided into six investigative units which function primarily within the following AGO Sections: Consumer Protection and Advocacy, Fraud & Special Prosecutions, Healthcare Fraud & Abuse, Border Crimes Enforcement, Financial Remedies and the Arizona Financial Crimes Task Force. SIS personnel provide expertise in the special areas of prosecution upon which the AGO has sole jurisdictional responsibility. Investigative assistance by SIS personnel is provided in the complex areas of white collar crimes, public corruption, consumer fraud, drug trafficking, human smuggling, environmental crimes, gangs and violence, medical fraud, abuse of the vulnerable, money laundering, forfeiture, tobacco violations and prosecution of crimes which occur in Arizona but the perpetrator

has fled to the Republic of Mexico.

Criminal Appeals Section (CAS) & Capital Litigation Section (CLS): The primary function of these two Sections is defending the State of Arizona in appeals and federal habeas actions initiated by convicted felons. In non-capital appeals, the Criminal Appeals Section represents the State on direct appeal in the Arizona Court of Appeals and in the Arizona Supreme Court. The Section also represents the State in federal court cases arising from state-court convictions. The Capital Litigation Section defends the State in death penalty proceedings from the time a death sentence is imposed until the sentence is carried out or until the case is otherwise concluded. Those proceedings include the direct appeal, state post-conviction, and federal habeas corpus matters. Both Sections also provide trial and research assistance at the request of county attorneys.

◆ **Goal:** 1   To ensure that death penalty sentences are carried out justly and as timely as possible in order to preserve the rights of the victims.

Objectives: 1 2022 Obj: To ensure that death penalty sentences are carried out justly and as timely as possible in order to preserve the rights of the victims.

2023 Obj: To ensure that death penalty sentences are carried out justly and as timely as possible in order to preserve the rights of the victims.

2024 Obj: To ensure that death penalty sentences are carried out justly and as timely as possible in order to preserve the rights of the victims.

Performance Measures:

ML	Budget	Type		FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
1 ✔	☐	IP	Death penalty cases open	114	120	111	120	120
2 ✔	☐	OC	Death sentences carried out	0	5	2	5	5
3 ✔	☐	OC	Percentage of capital case convictions upheld by the Arizona Supreme Court on direct appeal and in post-conviction proceedings	100	95	100	95	95
4 ✔	✔	OC	Percentage of death penalty sentences affirmed by the Arizona Supreme Court	100	95	100	95	95

◆ **Goal:** 2   To defend the State of Arizona in all non-capital appellate cases.

Objectives: 1 2022 Obj: Defend the State of Arizona in all non-capital appellate cases

2023 Obj: Defend the State of Arizona in all non-capital appellate cases

2024 Obj: Defend the State of Arizona in all non-capital appellate cases

Performance Measures:

ML	Budget	Type		FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
1 ✔	☐	OP	Number of briefs, habeas answers, petitions for review and responses to petitions for review, substantive motions and responses filed including evidentiary hearings and oral arguments.	599	640	531	640	640
			Statistics are for the Criminal Appeals Section only.					
2 ✔	☐	OP	Average number of briefs, habeas answers, petitions for review and responses to petitions for review, substantive motions and responses filed including evidentiary hearings and oral arguments per attorney for non-capital cases	22	25	20	25	25
			Statistics are for the Criminal Appeals Section only.					

◆ **Goal:** 3   To aggressively investigate and prosecute drug, money laundering, gang and other related offenses that occur throughout the State of Arizona, to seek fair civil economic remedies to reduce the profit incentive of drug trafficking and to disrupt racketeering enterprises.

Objectives: 1 2022 Obj: Aggressively investigate and prosecute drug, money laundering, gang and other related offenses that occur throughout the State of Arizona

2023 Obj: Aggressively investigate and prosecute drug, money laundering, gang and other related offenses that occur throughout the State of Arizona

2024 Obj: Aggressively investigate and prosecute drug, money laundering, gang and other related offenses that occur throughout the State of Arizona

Performance Measures:

ML	Budget	Type		FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
1 ✔	☐	IP	Cases open (SAWCCE & DRG Section Totals)	984	950	975	1,000	1,000
2 ✔	☐	OP	Opened cases resolved within the year (SAWCCE & DRG Section Totals)	366	400	429	450	450
			For FY2022, increase was due to the increased number of defendants sentenced. During FY2021 a large number of charged defendants were continued by the court to be later sentenced in FY2022.					

	ML	Budget	Type						
3	☑	☐	OP	Number of defendants charged (SAWCCE & DRG Section Totals)	305	335	711	750	750

Increase in FY2022 was due to large cases being charged with a multi number of defendants, including several wiretap investigations.

| 4 | ☑ | ☐ | IP | Number of child abuse victims (SAWCEE & DRG Section Totals) | 6 | 5 | 8 | 5 | 5 |

◆ **Goal:** 4 To investigate and prosecute complex financial fraud crimes and high technology crimes throughout the State of Arizona, which many cases are referred to this office due to other prosecution offices' limitation in manpower, experience or resources.

Objectives: 1 2022 Obj: Investigate and prosecute complex financial fraud crimes and high technology crimes throughout the State of Arizona
2023 Obj: Investigate and prosecute complex financial fraud crimes and high technology crimes throughout the State of Arizona
2024 Obj: Investigate and prosecute complex financial fraud crimes and high technology crimes throughout the State of Arizona

Performance Measures:

				FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
	ML	Budget	Type					
1	☑	☑	IP	Cases open (SAWCCE, FSP & HCF Section Totals)	2,095	2,100	1,989	2,100	2,100
2	☑	☑	OP	Opened cases resolved within the year (SAWCCE, FSP & HCF Section Totals)	676	750	949	750	750

Increase in FY2022 was due to large cases being charged with a multi number of defendants, including several wiretap investigations.

| 3 | ☑ | ☑ | IP | Matters reviewed but not opened (SAWCCE, FSP & HCF Section Totals) | 249 | 100 | 273 | 100 | 100 |
| 4 | ☑ | ☐ | OC | Total victim losses ($ millions) (SAWCCE, FSP & HCF Section Totals) | 102 | 105 | 228 | 105 | 105 |

For FY2022, increase in the estimate of victims' losses was due to large and complex cases involving numerous victims who suffered high dollar losses. For example, HCF Section had four new investigations with $59,214,021 in losses to victims.

| 5 | ☑ | ☐ | IP | Total number of victims (SAWCCE, FSP & HCF Section Totals) | 4,382 | 4,300 | 4,197 | 4,300 | 4,300 |
| 6 | ☑ | ☐ | OC | Restitution ordered by the courts ($ millions) (SAWCCE, FSP & HCF Section Totals) | 23.5 | 10 | 9.6 | 10 | 10 |

For FY21, increase in restitution ordered was due to restitution ordered on large, complex victim cases. For example, included in FY21 are several cases with restitution in excess of $2 million dollars and the Tennison case where restitution was over $9 million dollars.

◆ **Goal:** 5 To assist prosecutorial offices throughout the state by prosecuting matters that are referred due to conflicts of interest.

Objectives: 1 2022 Obj: Assist prosecutorial offices throughout the state by prosecuting matters that are referred due to conflicts of interest
2023 Obj: Assist prosecutorial offices throughout the state by prosecuting matters that are referred due to conflicts of interest
2024 Obj: Assist prosecutorial offices throughout the state by prosecuting matters that are referred due to conflicts of interest

Performance Measures:

				FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
	ML	Budget	Type					
1	☑	☐	IP	County Attorney conflict of interest referrals (SAWCCE, DRG, FSP & HCF Section Totals)	33	30	4	10	10

FY2022 had a decrease in county attorney referrals to the AGO.

◆ **Goal:** 6 To protect legitimate commerce from loss, prevent unfair competitive advantage based on criminal proceeds, reduce the financial power of criminal enterprises and compensate the victims of financially motivated crimes by dismantling racketeering enterprises through civil racketeering remedies.

Objectives: 1 2022 Obj: Protect legitimate commerce from loss, prevent unfair competitive advantage based on criminal proceeds, reduce the financial power of criminal enterprises and compensate the victims of financially motivated crimes
2023 Obj: Protect legitimate commerce from loss, prevent unfair competitive advantage based on criminal proceeds, reduce the financial power of criminal enterprises and compensate the victims of financially motivated crimes
2024 Obj: Protect legitimate commerce from loss, prevent unfair competitive advantage based on criminal proceeds, reduce the financial power of criminal enterprises and compensate the victims of financially motivated crimes

Performance Measures:

				FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
	ML	Budget	Type					
1	☑	☐	IP	New Forfeiture cases opened	830	700	566	400	400

Decrease in FY2022 was due to new legislation that took effect in September 2021 that restricts forfeiture case investigations, forfeiture eligibility, and litigation.

The FY23 and FY24 Estimates reflect a prediction of a continued decline but hopefully will plateau while police and

ML	Budget	Type						
			prosecutors adjust to the longer term operation of the changed statutes.					
2 ☑	☐	OP	Opened cases resolved within the year	745	700	764	600	600

The small increase in FY2022 occurred despite the FY2022 estimate that was based on the prediction that new legislation that took effect in September 2021 that restricts forfeiture case investigations, forfeiture eligibility,and litigation would cause a decrease.

The FY2023 and FY2024 estimates reflect a prediction of decline but to a steady level while police and prosecutors adjust to the longer term operation of the changed statutes and any indicators of the effect on the number of cases that can be resolved each year.

ML	Budget	Type						
3 ☑	☐	IP	Number of defendants (in rem/in personam)	816	750	757	600	625

The FY22 Estimate of a decrease in Number of Defendants that was based on prediction that new legislation that took effect in September 2021 that restricts forfeiture case investigations, forfeiture eligibility, and litigation would cause a decrease was correct. The FY22 Actual was nearly identical to the FY22 Estimate.

The FY23 and FY24 Estimates reflect a prediction of another decline but to a steady level while police and prosecutors adjust to the longer term operation of the changed statutes and any indicators of the effect on the number of defendants resolved each year.

ML	Budget	Type						
4 ☑	☐	OC	Amount forfeited to State ($ millions)	9	9	7	6.25	6

Decrease in FY2022 is attributable to the decrease in Cases Opened and Number of Defendants. This resulted from the new legislation that took effect in September 2021 that restricts forfeiture case investigations, forfeiture eligibility, and litigation. Initial financial reports for the last half of FY2022 suggest that there will be an additional decline in FY2023 and potentially in FY2024. FY2023 and FY2024 will indicate how the longer term effect of police and prosecutors adjusting to the operation of the changed statutes will be reflected in this measurement in future years.

◆ **Goal:** 7 To support statewide prosecution and forfeiture efforts through training, research and property management support.

Objectives: 1 2022 Obj: Support statewide prosecution and forfeiture efforts
2023 Obj: Support statewide prosecution and forfeiture efforts
2024 Obj: Support statewide prosecution and forfeiture efforts

Performance Measures:

ML	Budget	Type		FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
1 ☑	☐	OP	Law enforcement training seminars	10	20	24	20	15

The increase in FY2022 was due to continued statewide trainings on the new legislation that took effect in September 2021 that restricts forfeiture case investigations, forfeiture eligibility, and litigation. Most trainings were concluded by the last month of FY2021.

FY2023 and FY2024 estimates are based on the fact that FRS will be presenting more updates and Best Practices Training based on the initial results reported by police and prosecutors on their adjustments to the longer term operation of the changed statutes. FRS continues to experience high attendance numbers at its standard quarterly trainings for statewide law enforcement agencies and prosecutors working in forfeiture cases.

ML	Budget	Type						
2 ☑	☐	OP	Financial inquiry assists	526	800	1,078	1,000	1,000

Increase in FY2022 was due to the number of complex investigations, interstate human sex trafficking and investigations involving complicit money remitter services as well as the introduction of additional interest in pursuing financial cases at the federal, state and local level law enforcement agencies.

◆ **Goal:** 8 To improve the treatment of crime victims in Arizona by exhibiting leadership, promoting public policy reforms where needed and increasing the quality of victim services and victims' rights compliance through the administration of the Victims' Rights Program (VRP).

Objectives: 1 2022 Obj: Improve the treatment of crime victims in Arizona
2023 Obj: Improve the treatment of crime victims in Arizona
2024 Obj: Improve the treatment of crime victims in Arizona

Performance Measures:

ML	Budget	Type		FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
1 ☑	☐	OP	Number of victim service network events participated in	129	130	148	130	130
2 ☑	☐	OC	Total awards disbursed ($ millions)	2.2	2.2	1.7	1.7	1.7

Decrease in FY2022 is the result of decreased revenues into the Victims Rights Fund.

ML	Budget	Type						
3 ☑	☐	QL	Percent of VRP recipients in compliance with mandates	100	100	100	100	100
4 ☑	☐	OP	Number of trainings and presentations given	47	60	56	45	45

Decrease from the estimate in FY2022 continued due to the COVID19 restrictions.

	ML	Budget	Type		FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
5	✔	☐	IP	Number of attendees at trainings and presentations	2,840	1,800	3,005	2,200	2,200

Increase in FY2022 was a result of implementing webinar-based training due to the continued COVID19 restrictions. Although fewer trainings were offered, more attendees took advantage of the availability of the virtual training since they did not have to travel, weren't limited by date availability and also had more time to attend because of court shut-downs.

	ML	Budget	Type		FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
6	✔	☐	OP	% of victims' rights violation allegations responded to	100	100	100	100	100
7	✔	☐	QL	% of Victims' Rights award recipients satisfied with the Victim's Rights Program	100	90	100	90	90
8	✔	☐	OP	Number of agencies audited	0	8	6	8	8

FY2022 began the virtual audit process implemented after COVID19 restrictions. The process was put in place in mid 2022 and there were staffing changes, which only allowed for six audits.

◆ **Goal:** 9 To foster victims' recovery from the traumatic short and long-term effects of victimization, to prepare victims to cope with the impact of criminal justice system involvement, and to provide for the efficient and effective delivery of quality services to victims during all stages of criminal prosecutions.

Objectives: 1 2022 Obj: Foster victims' recovery from the traumatic short and long-term effects of victimization, to prepare victims to cope with the impact of criminal justice system involvement, and to provide for the efficient and effective delivery of quality services to victims during all stages of criminal prosecutions

2023 Obj: Foster victims' recovery from the traumatic short and long-term effects of victimization, to prepare victims to cope with the impact of criminal justice system involvement, and to provide for the efficient and effective delivery of quality services to victims during all stages of criminal prosecutions

2024 Obj: Foster victims' recovery from the traumatic short and long-term effects of victimization, to prepare victims to cope with the impact of criminal justice system involvement, and to provide for the efficient and effective delivery of quality services to victims during all stages of criminal prosecutions

Performance Measures:

	ML	Budget	Type		FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
1	✔	☐	OP	Number of victims served	9,890	11,000	9,665	11,000	11,000

Decrease in FY2022 was due to fewer victim cases opened with OVS.

	ML	Budget	Type		FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
2	✔	☐	OP	Number of mandated services provided	35,390	31,820	42,667	31,000	31,000

The service numbers in this area fluctuate yearly and are dependent on the number of cases in OVS, victim needs and defendant compliance.

In FY2022, the number of mandated services increased due to continued services for investigation-based services provided.

	ML	Budget	Type		FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
3	✔	☐	OP	Number of non-mandated services provided	89,119	80,180	107,627	82,500	82,500

The service numbers in this area fluctuate yearly and are dependent on the number of cases in OVS, victim needs and defendant compliance.

In FY2022, the number of non-mandated service increased due to continued services for investigation-based services provided.

	ML	Budget	Type		FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
4	✔	☐	IP	Open restitution cases	418	350	390	400	400
5	✔	☐	OP	Compliance checks of restitution orders conducted	1,068	1,700	1,141	1,200	1,200

◆ **Goal:** 10 To provide competent and timely investigations of criminal conduct.

Objectives: 1 2022 Obj: Provide competent and timely investigations of criminal conduct

2023 Obj: Provide competent and timely investigations of criminal conduct

2024 Obj: Provide competent and timely investigations of criminal conduct

Performance Measures:

	ML	Budget	Type		FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
1	✔	☐	OP	Open cases	529	550	583	600	650
2	✔	☐	OP	Law enforcement assists	75	85	77	80	80
3	✔	☐	OP	Matters reviewed but not opened by Duty Agent	7,783	3,800	5,608	3,800	3,800

In FY2021, SIS saw a spike in the number of matters reviewed, but not opened for full investigation and handled by the duty agents. A significant number of these matters arose out of our assisting the Arizona Department of Economic Security with complaints associated with pandemic relief funds. Individuals who were victims of fraud called the AGO to register a complaint and SIS would record the complaint in the system, then refer the cases back to DES for additional work/follow-up; sometimes, DES would refer the matter back to the AGO for investigation and/or prosecution. SIS also received a large number of complaints associated with the 2020 general election which also impacted SIS' numbers.

While the spike in the numbers for FY22 were higher than the estimate, it is also representative of the two largest issues SIS faced from FY2021.

Program:	AGA 1 . 3 CHILD AND FAMILY PROTECTION DIVISION
Contact:	Virginia Gonzales, Division Chief Counsel
Phone:	Child and Family Protection Division (602) 542-9942
Statute:	A.R.S. § 41-191

Mission:

To provide the Department of Economic Security (DES) and the Department of Child Safety (DCS) with high quality and timely legal advice and representation to promote the safety, economic sufficiency and well-being of children, adults and families.

Description:

The Division is responsible for providing legal services to all programs and business operations of the DES and the DCS. The Division provides these services through three distinct sections.

The Protective Services Section (PSS) provides comprehensive legal representation to the DCS throughout Arizona's 15 counties with offices located in Flagstaff, Gila/Pinal, Kingman, Mesa, Phoenix I, Phoenix II, Prescott, Sierra Vista, Tucson and Yuma. PSS represents the DCS in all dependency, guardianship, termination and appellate proceedings brought for the protection of abused and neglected children. PSS handles cases in accordance with state and federal law designed to expedite dependency court proceedings and place children in safe, permanent homes.

The Child Support Section (CSS) represents DES' Division of Child Support Services (DCSS). This includes establishing paternity and obtaining, modifying and enforcing child support orders to ensure the economic well-being of children. CSS also represents DCSS in appeals, complex litigation actions and provides comprehensive legal advice and support to DCSS in the 15 Arizona counties.

The Civil and Criminal Litigation & Advice Section (CLA) provides legal advice and representation in administrative hearings and state and federal courts to DCS on matters other than those handled by PSS and a myriad of programs within DES. Other than Child Support Services, CLA represents all DES programs (approximately 100) some of which include: Developmental Disabilities, Procurement, Unemployment Insurance, Collections, Supplemental Nutrition Assistance, Child Care Assistance and Licensing (developmental homes). CLA also represents DCS and DES in personnel and operations matters and prosecutes criminal cases relating to various DES program violations, including recipient benefit fraud, employee benefit fraud, employee embezzlement, as well as, all related appeals.

◆ **Goal:** 1 To assist the DCS in protecting children from abuse and neglect by providing legal services and representation in compliance with the timeframes established by federal and state law.

Objectives: 1 2022 Obj: Assist the DCS in protecting children from abuse and neglect
2023 Obj: Assist the DCS in protecting children from abuse and neglect
2024 Obj: Assist the DCS in protecting children from abuse and neglect

Performance Measures:

ML	Budget	Type		FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
1 ✔	☐	IP	Number of preliminary protective hearings within five to seven days of filing initial dependency petition	5,175	5,300	4,261	5,300	4,500
			There has been a decrease in the number of actual children in care. During the COVID-19 pandemic, the number of dependency petitions filed decreased, resulting in a decrease of preliminary protective hearings.					
2 ✔	☐	IP	Number of dependencies filed by the DCS (including supplemental and in-home petitions)	4,687	5,000	4,162	4,500	4,500
			In an effort to maintain the safety of youth while decreasing the number of youth removed from their homes and families, the DCS utilizes prevention programs, works closely with kin and relatives and implements safety plans. In FY2022, the total number of youth removed from their homes and placed in foster care decreased, resulting in a decrease in the number of dependency petitions filed.					
3 ✔	☐	IP	Number of briefs filed by appellate attorneys in response to appeals filed by parties, appeals filed on behalf of DCS and special actions filed on behalf of DCS.	0	0	168	210	210
			In FY2022, the total number of youth removed from their homes and placed in foster care decreased, the total number of dependencies decreased. As a result, in FY2022 there was a decrease in the number of responsive briefs filed.					

◆ **Goal:** 2 To assist the DCS in establishing permanent living situations for children by providing legal services and representation in all stages of judicial proceedings that comply with federal and state timeframes for new cases.

Objectives: 1 2022 Obj: Assist the DCS in establishing permanent living situations for children
2023 Obj: Assist the DCS in establishing permanent living situations for children
2024 Obj: Assist the DCS in establishing permanent living situations for children

Performance Measures:

ML	Budget	Type		FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
1 ✔	☐	IP	Number of hearings held to establish a permanent plan within 12 months	7,062	7,200	6,930	7,200	7,200
			In FY2022, the total number of youth removed from their homes and placed in foster care decreased. As a result, so has the					

number of permanency hearings.

	ML	Budget	Type		FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
2	☑	☐	OC	Number of reunifications achieved (child back with parents)	3,084	3,000	2,717	3,000	3,000

The Department's objective and emphasis is to achieve family reunification. This includes providing a wide range of services and implementation of safety plans. Due to interruptions in family reunification services and parenting time that occurred during the pandemic the timelines are delayed and cases may remain open longer before permanency is achieved.In FY2022, the total number of youth removed from their homes and placed in foster care decreased, and as a result so has the number of reunifications.

	ML	Budget	Type						
3	☑	☐	OC	Number of guardianships achieved (child placed with guardian)	652	650	593	650	650

The Department's objective and emphasis remains in achieving a timely and safe permanency for youth in care. The DCS continues to focus on providing a wide range of services and safety plans in an effort to help parents achieve reunification. In FY2022, the total number of youth removed from their homes and placed in foster care decreased, and as a result there was a decrease in permanent guardianships.

	ML	Budget	Type						
4	☑	☐	OC	Number of terminations achieved (child removed from parents)	2,041	2,300	2,055	2,300	2,300

The Department's objective and emphasis remains in achieving a timely and safe permanency for youth in care. The DCS continues to focus on providing a wide range of services and safety plans in an effort to help parents achieve reunification. In FY2022, restrictions imposed due to the pandemic were lifted, and cases proceeded to permanency that had previously been delayed. As a result there was a slight increase in terminations.

◆ **Goal:** 3 To assist the DCSS in establishing paternity orders for families by providing legal services and representation in all stages of litigation.

Objectives: 1 2022 Obj: To assist the DCSS in establishing paternity orders for families by providing legal services and representation in all stages of litigation.

2023 Obj: To assist the DCSS in establishing paternity orders for families by providing legal services and representation in all stages of litigation.

2024 Obj: To assist the DCSS in establishing paternity orders for families by providing legal services and representation in all stages of litigation.

Performance Measures:

	ML	Budget	Type		FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
1	☑	☐	OC	Number of children with paternity established	536	700	520	700	600

CSS files and pursues Petitions for Paternity as DCSS receives requests to establish paternity from the public and refers the appropriate cases for litigation. The number of children for whom paternity was established this year slightly decreased from last year. Numerous DCSS employees remain assigned to a special project at DCSS, and through the end of 2021, DCSS requested that fewer paternity orders to be entered by default.

◆ **Goal:** 4 To provide legal representation in DES and DCS litigation and to prosecute and deter fraud.

Objectives: 1 2022 Obj: Provide legal representation in DES and DCS litigation and to prosecute and deter fraud

2023 Obj: Provide legal representation in DES and DCS litigation and to prosecute and deter fraud

2024 Obj: Provide legal representation in DES and DCS litigation and to prosecute and deter fraud

Performance Measures:

	ML	Budget	Type		FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
1	☑	☐	OP	Administrative, Civil and Appellate litigation resolved (cases closed)	1,018	1,000	800	900	1,000

The number of cases closed is dependent on the number of cases referred to us by our client agencies, which fluctuates from fiscal year to fiscal year. In addition, it is not unusual for cases referred to our office in the latter half of one fiscal year to be set for hearing in the following fiscal year per the normal procedural course of these cases or for a hearing to take place in one fiscal year with a decision issued in the following fiscal year. An appeal may also be filed by the appellant in the following fiscal year. These factors will cause increases or decreases beyond what can be anticipated when calculating estimates for future fiscal years.

	ML	Budget	Type						
2	☑	☐	OP	Civil Collection litigation resolved (judgments)	150	275	171	200	250

Case referrals continued to decrease during the COVID-19 pandemic and have not yet returned to pre-pandemic levels.

	ML	Budget	Type						
3	☑	☐	OP	Criminal prosecutions completed successfully (sentenced)	177	280	189	280	300

Cases are not necessarily resolved in the year that they are filed because some defendants either cannot be served or they fail to appear and have warrants issued for their arrest. Defendants on warrant status can be arrested or may voluntarily come to court to have a warrant quashed in the years after the case was originally filed, resulting in their cases being resolved in subsequent years. These factors will cause increases or decreases beyond what can be anticipated when calculating estimates for future fiscal years. In addition, during the first half of FY22, we did not see the increase in the number of criminal prosecution referrals that we expected. Criminal prosecution referrals increased later in FY22.

◆ **Goal:** 5 To generate funds for the State via criminal restitution and civil judgments.

Objectives: 1 2022 Obj: Generate funds for the State via criminal restitution and civil judgments

2023 Obj: Generate funds for the State via criminal restitution and civil judgments
2024 Obj: Generate funds for the State via criminal restitution and civil judgments

Performance Measures:

ML	Budget	Type		FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
1 ☑	☐	OP	Civil judgments ($)	527,413	800,000	507,917	575,000	675,000

Case referrals continued to decrease during the COVID-19 pandemic, resulting in a decrease in the total dollar amount collected.

ML	Budget	Type		FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
2 ☑	☐	OP	Garnishment funds received ($)	427,864	600,000	314,268	450,000	600,000

The decrease below estimate is due to a decrease in civil collections referrals and the corresponding decrease in civil collections judgments that give rise to garnishment proceedings.

ML	Budget	Type		FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
3 ☑	☐	OP	Criminal restitution ordered ($)	318,507	750,000	515,261	615,000	750,000

Cases are not necessarily resolved in the year that they are filed because some defendants either cannot be served or they fail to appear and have warrants issued for their arrest. Defendants on warrant status can be arrested or may voluntarily come to court to have a warrant quashed in the years after the case was originally filed, resulting in their cases being resolved in subsequent years. These factors will cause increases or decreases beyond what can be anticipated when calculating estimates for future fiscal years. In addition, during the first half of FY22, we did not see the increase in the number of criminal prosecution referrals that we expected, which impacted the number of sentences obtained and the total dollar amount of restitution ordered.

ML	Budget	Type		FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
4 ☑	☐	OP	Criminal restitution received prior to sentencing ($)	532,801	750,000	755,370	750,000	750,000

◆ **Goal:** 6 To provide comprehensive legal advice to the Department of Economic Security and Department of Child Safety.

Objectives: 1 2022 Obj: Provide comprehensive legal advice to the Department of Economic Security and Department of Child Safety
2023 Obj: Provide comprehensive legal advice to the Department of Economic Security and Department of Child Safety
2024 Obj: Provide comprehensive legal advice to the Department of Economic Security and Department of Child Safety

Performance Measures:

ML	Budget	Type		FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
1 ☑	☐	OP	Hours of counsel and advice	32,284	31,000	31,018	31,000	31,000

◆ **Goal:** 7 To assist the DCSS in establishing child support orders for families by providing legal services and representation in all stages of litigation.

Objectives: 1 2022 Obj: To assist the DCSS in establishing child support orders for families by providing legal services and representation in all stages of litigation.
2023 Obj: To assist the DCSS in establishing child support orders for families by providing legal services and representation in all stages of litigation.
2024 Obj: To assist the DCSS in establishing child support orders for families by providing legal services and representation in all stages of litigation.

Performance Measures:

ML	Budget	Type		FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
1 ☑	☐	OP	Number of New Child Support Orders	0	0	1,998	2,000	2,000

CSS files and pursues Petitions to Establish Child Support as DCSS receives requests to establish child support from the public and refers the appropriate cases for litigation.The number of Orders Establishing Child Support decreased this year based on the number of requests received from the public and because numerous DCSS employees remain assigned to a necessary project to modernize and improve the efficiency of DCSS's services to the public.

◆ **Goal:** 8 To assist the DCSS in modifying child support orders for families by providing legal services and representation in all stages of litigation.

Objectives: 1 2022 Obj: Number of Modifications Resolved
2023 Obj: Number of Modifications Resolved
2024 Obj: Number of Modifications Resolved

Performance Measures:

ML	Budget	Type		FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
1 ☑	☐	OP	Number of Modifications Resolved	0	0	1,885	2,000	2,000

CSS files and pursues Petitions for Modification of Child Support as DCSS receives requests to review cases for potential child support modification from the public and refers the appropriate cases for litigation. The number of Orders Establishing Child Support decreased this year based on the number of requests received from the public and because numerous DCSS employees remain assigned to a necessary project to modernize and improve the efficiency of DCSS's services to the public.

◆ **Goal:** 9 To assist the DCSS in enforcing child support orders for families by providing legal services and representation in all stages of litigation.l

Objectives: 1 2022 Obj: Number of Enforcement Petitions filed
2023 Obj: Number of Enforcement Petitions filed
2024 Obj: Number of Enforcement Petitions filed

Performance Measures:

ML	Budget	Type		FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
1 ☑	☐	OP	Number of Enforcement Petitions filed	0	0	734	700	700

DCSS attempts to compel paying parents' compliance with child support orders through non-judicial means, but when that is not possible CSS files and pursues Petitions to Enforce Support as DCSS receives requests from custodial parents and reviews cases for judicial enforcement.

◆ **Goal:** 10 To represent the DCSS at evidentiary hearings.

Objectives: 1 2022 Obj: Number of hearings attended
2023 Obj: Number of hearings attended
2024 Obj: Number of hearings attended

Performance Measures:

ML	Budget	Type		FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
1 ☑	☐	OP	Number of hearings attended	0	0	10,009	10,000	10,000

The number of evidentiary hearings is dependent on the number of actions filed each year that require an evidentiary hearing. It is common for this number to change from year to year in light of the particular requests for litigation that the DCSS refers to CSS.

◆ **Goal:** 11 To track appeals related to child support cases

Objectives: 1 2022 Obj: Number of appellate actions related to the DCSS's child support cases
2023 Obj: Number of appellate actions related to the DCSS's child support cases
2024 Obj: Number of appellate actions related to the DCSS's child support cases

Performance Measures:

ML	Budget	Type		FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
1 ☑	☐	OP	Default performance measure	0	0	9	5	5

The DCSS monitors and, when appropriate, participates in appeals regarding child support orders. The appeals in FY2022 were all brought by parents involved in the child support order.

◆ **Goal:** 12 To track request for legal advice given to DCSS

Objectives: 1 2022 Obj: Number of requests for legal advice
2023 Obj: Number of requests for legal advice
2024 Obj: Number of requests for legal advice

Performance Measures:

ML	Budget	Type		FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
1 ☑	☐		Number of requests for legal advice	0	0	18,050	15,000	15,000

CSS provides advice regarding specific cases and general policy issues for the DCSS based on applicable federal and state law. CSS also now advises the DCSS on the appropriateness of a judicial contempt action before filing, which contributes to the increased number of requests for legal advice.

Mission:

To provide high-quality, effective, and innovative legal representation to the State of Arizona, its agencies, officers, and employees acting within the scope of their employment and provide legal advice and litigation services to the Executive and Judicial branches of State Government.

Use the discretionary power of the Office of the Attorney General to pursue those who prey upon the public and threaten the economic well-being of all Arizonans and provide legal advice and litigation services to the Executive and Judicial branches of State Government.

Protect the public from consumer fraud and provide advocacy and public education regarding consumer protection issues. Ensure that tobacco manufacturers and distributors comply with state laws and enforce the tobacco settlement that benefits state health programs. Protect competition and consumer welfare by enforcing Arizona's antitrust statutes. Promote and enforce Arizona's civil rights laws. Collect debts owed to the State of Arizona efficiently, expeditiously and fairly. Provide state-wide prevention education on a variety of topics and interact with the public through trainings and hosting public events.

Description:

The Division consists of attorneys and staff whose principal assignments focus on specialty areas of civil law. The Division also provides day-to-day legal services to a number of departments, boards, and commissions in the State of Arizona. The Division is divided into the Sections listed below.

Agency Counsel Section (ACS) – ACS provides legal advice and litigation services to the Office and a number of State agencies, boards and commissions including the Executive and Judicial branches of government. Some of the Section's clients include the Department of Administration, Administrative Offices of the Courts, Department of Corrections, Department of Gaming, Arizona State Retirement System, and Arizona State Lottery Commission.

Environmental Enforcement Section (EES) – EES provides advice, enforcement, litigation, and representation services related to state and federal environmental and natural resource laws. The Section represents the Department of Environmental Quality (ADEQ) in matters arising under state and federal laws pertaining to water quality control, air quality control, and waste management and remediation.

Education and Health Section (EHS) – EHS includes the Education and Health Units. The Health Unit provides legal services to the Department of Health Services including the Arizona State Hospital, the Division of Public Health Licensure, the Division of Public Health Preparedness, the Division of Public Health Prevention, and other health programs. The Health Unit also provides legal services to the Commission for the Deaf and the Hard of Hearing. The Health Unit does not represent AHCCCS or any local health department.

The Education Unit provides legal services to the Arizona Department of Education, the Arizona State Board of Education, the Arizona Commission for Postsecondary Education, the School Facilities Board, the Arizona State School for the Deaf and the Blind and the State Board for Charter Schools. The Education Unit does not represent any Colleges, Universities, or School Districts.

Employment Law Section (ELS) – ELS provides employment law advice and litigation support to state agencies and represents the State in employee appeals from personnel actions. Further, ELS defends the State, its agencies and employees in employment lawsuits brought by current, former or prospective employees. ELS also defends the State and Risk Management in contested workers compensation cases.

Licensing and Enforcement Section (LES) – LES provides legal services to more than forty State agencies, boards and commissions, most of which regulate professions, occupations or businesses. The Section provides legal advice to client agencies regarding their statutes and rules as well as open meeting law and public records issues. In addition, the Section provides litigation services by prosecuting administrative hearings against licensees and defending appeals of agency actions in the Superior Court and the Court of Appeals. Moreover, LES has adopted the role of Independent Advisor in addition to Prosecutor. This enables LES to provide a new level of service to its clients. Some of the agencies represented by the Section include the Accountancy Board, the Arizona Medical Board, the Dental Board, the Registrar of Contractors, the Department of Liquor Licenses and Control and the Nursing Board.

Liability Management Section (LMS) – LMS represents the State and its employees in Risk Management covered lawsuits that allege liability for personal injuries, property damage and constitutional law violations.

Natural Resources Section (NRS) - NRS provides agency advice and representation to a variety of State agencies, but primarily the Arizona State Land Department (ASLD). ASLD manages over nine million acres of state trust land, so NRS' services relate to a myriad of issues, including urban and rural development, sales and long-term leasing, and grazing, mining, agricultural, utility, and transportation uses. Further, NRS represents the State where its agencies claim water rights in the two water adjudications, with water rights claims on state trust lands comprising the majority of those claims. The Section also provides legal counsel to the Arizona State Parks Board, the Department of Forestry and Fire Management, the State Mine Inspector, the Board of Geographic and Historic Names, and the Prescott Historical Society.

Public Law Section (PLS) - PLS serves the State of Arizona by providing legal advice and representation to a variety of state agencies. Some of these state agencies include the Department of Financial Institutions, Department of Veterans' Services, and the Arizona Exposition and State Fair Board.

Tax Section (TAX) – TAX advises the Arizona Department of Revenue on property tax, income tax, transaction privilege (sales) tax and various other tax areas, and represents the Department when taxpayers challenge their taxes in court and before the State Board of Tax Appeals and the State Board of Equalization. Tax also advises and represents the Arizona Department of Transportation on fuel tax and aircraft license matters as well as on all other tax issues that arise at that Department.

Transportation Section (TRN) – TRN represents the Arizona Department of Transportation in a number of areas, including eminent domain litigation, construction contract litigation, highway right of way encroachments, procurement contracts, vehicle license and driver license suspensions / revocations and related appeals. The Section also represents the Arizona Department of Public Safety in a number of areas including criminal history records, fingerprint records and clearance cards, procurement contracts, licensing and permit suspensions and revocations and commercial vehicle enforcement.

The responsibilities of the Division's civil sections include managing the State's civil appellate matters, and handling matters to protect the state's sovereignty from federal overreach including litigating complex cases involving significant constitutional and statutory interpretation, or institutional issues. The civil section also supervises the production of formal Attorney General opinions, as well as defending state statutes from legal challenges, handling election enforcement matters on behalf of the office, taking civil enforcement actions for improper expenditure of public monies, and handling legislative requests for investigation pursuant to SB 1487. The civil section also serves as a clearinghouse for lawyers throughout the Attorney General's Office on a variety of special projects, and providing policy support in the specific areas of ethics, specialized litigation, and key programs as prioritized by the Attorney General.

The Division's major duties are to enforce the administrative, consumer protection and antitrust laws. The Division has administrative and civil functions. While most of its work involves using the Attorney General's independent authority to pursue wrongdoing, the Division also has client representation duties. The Division is divided into the Sections listed below.

Bankruptcy Collection & Enforcement (BCE): BCE provides debt collection representation for state agencies, boards and commissions. This includes representing the state when debtors file bankruptcy and owe back-taxes or owe the state for other debts.

Consumer Protection and Advocacy (CPA): CPA enforces the Consumer Fraud Act and other state and federal consumer protection laws. The Section handles complaints reported to the office by consumers. The Section also enforces laws that protect competition and consumer welfare. Another responsibility of the Section is to enforce the Tobacco Master Settlement Agreement and related statutes, which brings to Arizona approximately $100 million each year. TEU also administers a robust Youth Tobacco Counter Strike Program.

Community Outreach and Education (CMO): CMO travels state-wide providing prevention education to more than 60,000 Arizonans annually. Staff work closely with schools across the state to educate children, parents and community groups on a variety of topics, including internet safety, suicide prevention, human trafficking, consumer scams, and life care planning, among other topics. CMO maintains interaction with the public through these trainings, in addition to responding to phone and email inquiries, building partnerships with outside organizations, and hosting public events. Outreach staff also maintains a network of neighborhood satellite offices and centers throughout Arizona. Satellite offices are staffed by volunteers trained to provide information and take complaints on consumer fraud, predatory lending, civil rights and other topics of community concern.

◆ **Goal:** 1 To provide legal strategy, advice, and advocacy that secures and augments the value of the State Land Trust and contributes to the General Fund.

Objectives: 1 2022 Obj: Provide legal strategy, advice, and advocacy that secures and augments the value of the State Land Trust and contributes to the General Fund

2023 Obj: To provide legal strategy, advice, and advocacy that secures and augments the value of the State Land Trust and produces revenue for the Trust's benefiaries that reduces pressure on the General Fund.

2024 Obj: To provide legal strategy, advice, and advocacy that secures and augments the value of the State Land Trust and produces revenue for the Trust's benefiaries that reduces pressure on the General Fund.

Performance Measures:

ML	Budget	Type		FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
1 ☑	☐	OC	Amounts recovered, generated, and/or saved (in millions of dollars)	210	125	231	100	100

The amounts are a calculation of revenues received by the State Land Department from successful litigation, sales for cash or on terms, and long-term leases of state trust lands, for which the Attorney General's Office provided assistance at the original transaction stage or on an ongoing basis. The year-to-year results vary based on number and size of transactions, as well as how much purchasers pay initially versus how much they finance. FY 2021 and 2022 were historically lucrative years for ASLD. Based on matters for which NRS is currently providing assistance, the FY 2023 estimate is a best guess based on uncertainty over whether and when certain transactions may be completed.

◆ **Goal:** 2 To provide quality legal services that are more efficient and less costly than outside legal counsel (AGO = Attorney General's Office and OSC = Outside Counsel).

Objectives: 1 2022 Obj: Provide quality legal services that are more efficient and less costly than outside legal counsel (AGO = Attorney General's Office and OSC = Outside Counsel)

2023 Obj: Provide quality legal services that are more efficient and less costly than outside legal counsel (AGO = Attorney General's Office and OSC = Outside Counsel)

2024 Obj: Provide quality legal services that are more efficient and less costly than outside legal counsel (AGO = Attorney General's Office and OSC = Outside Counsel)

Performance Measures:

ML	Budget	Type		FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
1 ☑	☐	EF	Average months in suit: per tort lawsuit - AGO	25	25	28	25	25

The facts of each case are different - as are the witnesses, attorneys, and judges - thereby causing fluctuations in average numbers from one year to the next.

	ML	Budget	Type		FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
2	☑	☐	EF	Average months in suit: per tort lawsuit - OSC	19	35	30	35	35

The facts of each case are different - as are the witnesses, attorneys, and judges - thereby causing fluctuations in average numbers from one year to the next.

| 3 | ☑ | ☐ | EF | Average billable hours: per tort lawsuit - AGO | 337 | 320 | 344 | 340 | 340 |

The facts of each case are different - as are the witnesses, attorneys, and judges - thereby causing fluctuations in average numbers from one year to the next.

4	☑	☐	EF	Average billable hours: per tort lawsuit - OSC	207	200	196	200	200
5	☑	☐	EF	Average billable hourly rate: per tort lawsuit - AGO	104	100	92	100	100
6	☑	☐	EF	Average billable hourly rate: per tort lawsuit - OSC	255	250	253	250	250
7	☑	☐	EF	Average months in suit: per employment lawsuit - AGO	25	25	31	25	25

The facts of each case are different - as are the witnesses, attorneys, and judges - thereby causing fluctuations in average numbers from one year to the next.

| 8 | ☑ | ☐ | EF | Average billable hours: per employment lawsuit - AGO | 606 | 300 | 1,030 | 300 | 300 |

The facts of each case are different - as are the witnesses, attorneys, and judges - thereby causing fluctuations in average numbers from one year to the next.

| 9 | ☑ | ☐ | EF | Average billable hourly rate: per employment lawsuit - AGO | 157 | 160 | 176 | 160 | 160 |
| 10 | ☑ | ☐ | EF | Average billable hourly rate: per workers compensation matter: AGO | 143 | 140 | 85 | 140 | 140 |

The facts of each case are different - as are the witnesses, attorneys, and judges - thereby causing fluctuations in average numbers from one year to the next.

◆ **Goal:** 3 To provide the highest quality legal advice, representation, and training to the various agencies, boards, and commissions including but not limited to: Game and Fish, Departments of Administration, Corrections, Juvenile Corrections, Gaming, Racing, Arizona State Lottery Commission, Arizona State Retirement System and the court system.

Objectives: 1 2022 Obj: Provide the highest quality legal advice, representation, and training to the various agencies, boards, and commissions

2023 Obj: Provide the highest quality legal advice, representation, and training to the various agencies, boards, and commissions

2024 Obj: Provide the highest quality legal advice, representation, and training to the various agencies, boards, and commissions

Performance Measures:

	ML	Budget	Type		FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
1	☑	☐	IP	Advice matters and files opened	428	500	445	500	450
2	☑	☐	IP	Civil litigation files opened	258	275	262	275	275

Slow down in regulatory activities for the agencies and reduced procurement protests. Some cases are more complex and require more time.

| 3 | ☑ | ☐ | OP | Cases resolved within the year | 459 | 350 | 177 | 200 | 200 |

Cases that were more complex and required more time from the previous year were resolved this year. Increased diligence in closing cases that have been completed.

◆ **Goal:** 4 To improve client satisfaction and client relations through meetings with client directors and/or commissioners, and to provide training sessions in the areas of public records law, open meetings law, conflict of interest law, and related legal restrictions on the activities of public officials and employees.

Objectives: 1 2022 Obj: Improve client satisfaction and client relations in addition provide training sessions in the areas of public records law, open meetings law, conflict of interest law, and related legal restrictions on the activities of public officials and employees

2023 Obj: Improve client satisfaction and client relations in addition provide training sessions in the areas of public records law, open meetings law, conflict of interest law, and related legal restrictions on the activities of public officials and employees

2024 Obj: Improve client satisfaction and client relations in addition provide training sessions in the areas of public records law, open meetings law, conflict of interest law, and related legal restrictions on the activities of public officials and employees

Performance Measures:

	ML	Budget	Type		FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
1	☑	☐	OP	Meetings with client agency directors and/or commissioners	495	375	374	375	375
2	☑	☐	OP	Training sessions with clients	27	15	18	15	15

Increased requests from client agencies for training on various subjects, including the establishment of the IRC and associated training.

◆ **Goal:** 5 To timely issue formal legal opinions.

Objectives: 1 2022 Obj: Timely issue formal legal opinions

| | 2023 Obj: | Timely issue formal legal opinions |
| | 2024 Obj: | Timely issue formal legal opinions |

Performance Measures:

ML	Budget	Type		FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
1 ☑	☑	EF	Days to respond to a request for a legal opinion	64	120	56	120	120

◆ **Goal:** 6 To be responsive to public concerns about consumer fraud.

Objectives: 1 2022 Obj: Be responsive to public concerns about consumer fraud
    2023 Obj: Be responsive to public concerns about consumer fraud
    2024 Obj: Be responsive to public concerns about consumer fraud

Performance Measures:

ML	Budget	Type		FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
1 ☑	☐	IP	Complaints Opened	15,105	13,500	13,928	13,500	13,500
2 ☑	☐	OP	Complaints closed	14,366	13,500	13,314	13,500	13,500
3 ☑	☐	IP	Telephone calls received from the public	40,756	35,000	37,609	35,000	35,000

◆ **Goal:** 7 To deter fraudulent business practices as a means to protect consumers from fraud.

Objectives: 1 2022 Obj: Deter fraudulent business practices as a means to protect consumers from fraud
    2023 Obj: Deter fraudulent business practices as a means to protect consumers from fraud
    2024 Obj: Deter fraudulent business practices as a means to protect consumers from fraud

Performance Measures:

ML	Budget	Type		FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
1 ☑	☐	OC	Judgments	22	15	23	15	15

CPA resolved some long-running cases. Some multi-states in which it participated also resolved.

ML	Budget	Type		FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
2 ☑	☐	OC	Consumer Restitution Awarded ($ thousands)	30,815	10,000	12,723	10,000	10,000

CPA participated in two multi-states that returned meaningful relief to a substantial number of consumers. It also resolved a long-running matter that provided substantial relief to many Arizonans.

◆ **Goal:** 8 To enforce the Model Escrow Statute, Directory Statute and Master Settlement Agreement and work to reduce sales of tobacco products to minors.

Objectives: 1 2022 Obj: Enforce the Model Escrow Statute, Directory Statute and Master Settlement Agreement and work to reduce sales of tobacco products to minors
    2023 Obj: Enforce the Model Escrow Statute, Directory Statute and Master Settlement Agreement and work to reduce sales of tobacco products to minors
    2024 Obj: Enforce the Model Escrow Statute, Directory Statute and Master Settlement Agreement and work to reduce sales of tobacco products to minors

Performance Measures:

ML	Budget	Type		FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
1 ☑	☐	OP	Youth compliance checks conducted	213	2,000	2,730	2,000	2,000

Due to the significantly reduced numbers in FY21 as a result of the pandemic, TEU dedicated maximum time to compliance checks in FY22 in an effort to increase numbers, resulting in 730 compliance checks above our goal number of 2,000.

◆ **Goal:** 9 To protect and promote competition for the benefit of Arizona consumers through enforcement of the Arizona Uniform Antitrust Act.

Objectives: 1 2022 Obj: Protect and promote competition for the benefit of Arizona consumers through enforcement of the Arizona Uniform Antitrust Act
    2023 Obj: Protect and promote competition for the benefit of Arizona consumers through enforcement of the Arizona Uniform Antitrust Act
    2024 Obj: Protect and promote competition for the benefit of Arizona consumers through enforcement of the Arizona Uniform Antitrust Act

Performance Measures:

ML	Budget	Type		FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
1 ☑	☐	OP	Restitution ordered for Arizona consumers and costs recovered in antitrust cases ($ dollars)	116,146	75,000	3,063	75,000	75,000

While CIPU is actively participating in a number of local and multi-state cases, its matters generally take years to investigate and resolve because of their complexity and the amount at stake.

◆ **Goal:** 10 To collect debts owed to the State of Arizona efficiently, expeditiously and fairly.

Objectives: 1 2022 Obj: Collect debts owed to the State of Arizona efficiently, expeditiously and fairly
    2023 Obj: Collect debts owed to the State of Arizona efficiently, expeditiously and fairly
    2024 Obj: Collect debts owed to the State of Arizona efficiently, expeditiously and fairly

Performance Measures:

	ML	Budget	Type		FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
1	☑	☐	OP	Revenue Increase Over Prior Year. FY18, FY19, FY20 ($ millions)	11,000	8,000	8,000	8,000	8,000

PROGRAM SUMMARY

Program:	AGA 2.0 CENTRAL ADMINISTRATION
Contact:	Leslie Welch, Director of Operations
Phone:	(602) 542-8046
Statute:	A.R.S. § 41-191

Mission:

To provide administrative and policy support in addition to direction for the Department of Law and to collect debts owed to the State, provide budgetary, contract, accounting, financial control services and information technology support, and manage employee relations and process personnel actions, and provide centralized distribution to the Attorney General's Office.

Description:

The program is comprised of two areas: Executive Office and Operations Division

The Attorney General and Executive Staff are responsible for providing legal advice to state officials, legislators, county attorneys, and all client state agencies in addition to certifying rules promulgated by state agencies and legislative and public affairs. The Operations Division is committed to providing premier employee services through clear communication, employee training, and centralized processes in Accounting, Budgeting, Human Resources, Procurement, Facilities Management, Information Technology and all logistical services.

◆ **Goal:** 1   To optimize the use of State funds in fulfilling the mission of the Attorney General's Office.

Objectives: 1 2022 Obj: Optimize the use of State funds in fulfilling the mission of the Attorney General's Office
2023 Obj: Optimize the use of State funds in fulfilling the mission of the Attorney General's Office
2024 Obj: Optimize the use of State funds in fulfilling the mission of the Attorney General's Office

Performance Measures:

ML	Budget	Type		FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
1 ☑	☐	EF	Administrative costs as a % of total costs	4.9	4.6	4.3	4.3	4.3

◆ **Goal:** 2   To provide a superior level of legal services to our client agencies.

Objectives: 1 2022 Obj: Provide a superior level of legal services to our client agencies
2023 Obj: Provide a superior level of legal services to our client agencies
2024 Obj: Provide a superior level of legal services to our client agencies

Performance Measures:

ML	Budget	Type		FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
1 ☑	☑	QL	Customer satisfaction rating for client agencies (scale of 1 to 8, with 8 the highest)	7.45	7.45	7.5	7.45	7.45

◆ **Goal:** 3   To retain professional, experienced staff whose skills serve both state residents and client agencies.

Objectives: 1 2022 Obj: Retain professional, experienced staff whose skills serve both state residents and client agencies
2023 Obj: Retain professional, experienced staff whose skills serve both state residents and client agencies
2024 Obj: Retain professional, experienced staff whose skills serve both state residents and client agencies

Performance Measures:

ML	Budget	Type		FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
1 ☑	☐	OC	Percent of agency staff turnover	19.9	18	27.5	18	23.7

Agency 5-Year Plan

Issue 1   To Defend the State from Criminal Activities

Description: To disrupt and dismantle criminal organizations and aggressively prosecute criminals; reducing the financial power of criminal enterprises and continuing to serve as a national leader among the nation's Medicaid Fraud Control Units.

Solutions:

GOAL 1: To disrupt and dismantle criminal organizations and aggressively prosecute criminals.

STRATEGIES:
- Coordinate efforts with federal, state, local, and neighboring countries law enforcement.
- Provide technical assistance to other law enforcement agencies, including the use of financial transaction data, to develop evidence relating to underlying criminal activity.
- Cooperate with and build effective working relationships with federal agencies.
- Provide federal and state law enforcement agencies with training on relevant legal issues and investigative techniques.
- Aid in and conduct wiretap and undercover investigations, including the investigations and prosecutions of multi defendant, highly complex drug trafficking organizations.
- Specialize in fighting drug trafficking and money laundering through court-authorized electronic interception focused against Mexican cartels and United States-based transportation cells involved in the smuggling of drugs, weapons, and bulk currency across Arizona's southern border.
- Assist in the support of a chain of inter-related task forces in the Southwest Border area, concentrating on anti-money laundering enforcement at the highest levels.

GOAL 2: To reduce the financial power of criminal enterprises.
STRATEGIES:
- Dismantle racketeering enterprises through aggressive prosecution and the proper use of civil racketeering remedies.
- Remediate the economic injury caused by individuals and criminal enterprises who engage in profit-motivated felonies, thereby increasing the compensation ultimately provided to victims for their economic loss.
- Deprive criminal enterprises of property and profit that keep them in business.
- Specialize in complex financial prosecutions to reduce the financial power of criminal enterprises.
- Foster multi-jurisdictional collaboration to identify, investigate, and disrupt financial activities that facilitate cross-border violence and money laundering.
- Enhance coordination of the Southwest Border states' anti-money laundering efforts.

GOAL 3: To continue to serve as a national leader among the nation's Medicaid Fraud Control Units.
STRATEGIES:
- Work collaboratively with federal law enforcement partners including the Department of Health & Human Services Office of Inspector General (HHS-OIG), DEA and the FBI to prosecute Medicaid fraud related crimes.
- Combat the enormous problem of health care fraud related to prescription drug crimes.
- Investigate and prosecute cases that involve the falsification of medical records; the filing of false or inflated Medicaid billing claims; thefts and embezzlements from AHCCCS clients and health care institutions; the illegal diversion of prescription drugs by health care providers; and the physical, sexual and emotional abuse of residents being cared for in AHCCCS-funded facilities.

Issue 2   To Protect Vulnerable Citizens Against Crime

Description: To promote the safety, economic sufficiency and well-being of children. Combat financial and physical abuse of Arizona's senior population. To promote and facilitate justice, healing and restitution for all of Arizona crime victims

Solutions:

GOAL 1: Promote the safety, economic sufficiency and well-being of children.

STRATEGIES:
•Protect children through effective litigation and efficient case management in dependency, guardianship, severance, and adoption proceedings.
•Provide training to AGO, DCS, and DES staff, DCS caseworkers and supervisors, members of the judiciary, and various child welfare system stakeholders throughout Arizona for effective case management.
•Increase enforcement activity in judicial and administrative establishment of new child support orders.
•Aggressively prosecute child exploitation cases.
•Increase investigative involvement and provide dedicated resources to focus on Internet Crimes Against Children, and to aggressively prosecute individuals found guilty of Internet-related and associated child abuse charges.

GOAL 2: Combat financial and physical abuse of Arizona's senior population.

STRATEGIES:
•Develop cases internally and work collaboratively with outside law enforcement agencies and other state teams in order to pursue and prosecute allegations of abuse and neglect, including those that take place within health care settings.
•Work closely with other law enforcement offices, state and local agencies, and senior-focused groups to assure an aggressive investigative and prosecutorial presence in the State.
•Provide a dedicated telephone number through which the public, other law enforcement agencies, caregivers and family members can report concerns and receive information and referrals.
•Offer educational opportunities around the state in which seniors can participate.
•Offer training and education to groups who have significant interactions with the senior population.
•Use the strengths, skills, and resources across AGO Divisions to ensure the success of the Taskforce Against Senior Abuse (TASA).
•Prosecute telephone solicitation and phone scam crimes initiated by individuals and companies targeting seniors.
•Initiate legislative remedies and provide federal strategies that will help reduce the number of unwanted and illegal phone calls.

GOAL 3:   To promote and facilitate justice, healing and restitution for all of Arizona crime victims.

STRATEGIES:
•Improve the treatment of crime victims by exhibiting leadership, promoting public policy reforms where needed, and increase the quality of victim services through the administration of the Victims' Rights Program.
•Provide for efficient and effective delivery of quality services to victims during all stages of criminal prosecutions.
•Serve as a leader statewide on victims' rights issues through participation in networking events, leading the Victims' Rights Advisory Committee and through the provision of statewide victim's rights training.
•Investigate allegations of victims' rights violations statewide.
•Created programs that advance and enforce statewide uniformity and efficiency in following victims' rights in Arizona.
•Take a unique approach by combining state funding, program audits, technical assistance, training, compliance and collaboration in order to increase awareness statewide about victims' rights, as well as increase compliance with victims' rights statutes and the Arizona Victims' Bill of Rights.
•Competently and efficiently defend the State in all capital and non-capital appellate cases.
•Enhance written and oral advocacy skills through participation in training.
•Improve expertise in handling federal habeas litigation through participation in training related to federal appeals under 28 U.S.C. § 2254.

Issue 3   To Protect Consumers

Description: To deter fraudulent business practices as a means to protect consumers against fraud and increase the amount of restitution recovered on behalf of Arizona consumers. To reduce the number of unwanted and illegal telephone solicitation calls received by Arizonans.

Solutions:

GOAL 1: To deter fraudulent business practices as a means to protect consumers against fraud and increase the amount of restitution recovered on behalf of Arizona consumers.

STRATEGIES:
•Investigate and prosecute violations of the Arizona Consumer Fraud Act and other state and federal consumer protection laws.
•Increase public awareness through consumer education and alerts, presentations, and the distribution of literature.
•Increase the amount of pre-litigation restitution recovered on behalf of Arizona consumers.
•Prioritize AGO consumer fraud recovery efforts on consumer restitution.
•Reform the multistate consumer fraud recovery process to focus on consumer restitution.
•Aggressively litigate against companies, individuals, and corporations that blatantly defraud or deceive Arizona consumers.

GOAL 2: To reduce the number of unwanted and illegal telephone solicitation calls received by Arizonans.

STRATEGIES:
•Work with and encourage the FTC to develop rules and guidelines allowing carriers and states to take a more proactive approach in blocking unwanted phone calls.
•To test and make available call-blocking technology to Arizona seniors.
•To aggressively prosecute Arizona companies that blatantly violate and disregard the Do Not Call List.
•Educate Arizona consumers on how to reduce the number of unwanted calls and what to do when they receive illegal telephone solicitation calls.
•Work with the Arizona Legislature to pass legislation giving Arizona some of the strongest consumer protection laws in the country.

Issue 4   To Provide Legal Services for State Agencies, Boards and Commissions

Description: To provide a superior level of legal services to our client agencies, the public and the State of Arizona.

Solutions:

GOAL 1: To provide a superior level of legal services to our client agencies, the public and the State of Arizona.

STRATEGIES:
•Improve efficiency of legal services delivery through client relations meetings with agencies that frequently require our services.
•Provide advanced client agency training sessions in the areas of public records law, open meeting law, conflict of interest law, contracting and procurement law, and related legal restrictions on the activities of public officials and employees. Ethics training for elected officials and appointed agency heads is now available online for ease of access and updating.
•Maintain and enhance the Continuing Legal Education (CLE) programs currently being offered by the Solicitor General's Office Division.
•Reduce the need for outside counsel whenever possible, thereby preserving precious taxpayer resources.

Resource Assumptions

	FY2025 Estimate	FY2026 Estimate	FY2027 Estimate
Full-Time Equivalent Positions	1,156.4	1,156.4	1,156.4
General Fund	29,522,900.0	29,522,900.0	29,522,900.0
Other Appropriated Funds	75,781,500.0	75,781,500.0	75,781,500.0
Non-Appropriated Funds	63,869,800.0	63,869,800.0	63,869,800.0
Federal Funds	10,068,200.0	10,068,200.0	10,068,200.0